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Programme planning

Proposed strategic framework for the period 2012-2013

Part two: biennial programme plan

Programme 12
Human settlements

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Overall orientation

12.1 Responsibility for the human settlements programme within the United Nations system is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for its implementation. The mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, comprising "adequate shelter for all" and "sustainable human settlements development in an urbanizing world", which is an outcome of the United Nations Conference on Human Settlements (Habitat II). The mandate of the programme also derives from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; and resolution 32/162, in which the United Nations Centre for Human Settlements (Habitat) was established by the General Assembly. By resolution 56/206, the General Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme. UN-Habitat also derives its programme of work from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, in particular target 11 on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and target 10 on water and sanitation of the Johannesburg Plan of Implementation. These two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies and resolutions of the Governing Council of the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by the Committee of Permanent Representatives of UN-Habitat, which serves as a formal intersessional body.

12.2 The Governing Council of UN-Habitat, through its resolution 21/2, approved a six-year medium-term strategic and institutional plan for 2008-2013, and, in paragraph 3, endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan, and requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the plan, including the agreement of specific "SMART" indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the United Nations Human Settlements Programme's strategic framework and work programme and budget.

12.3 In line with the above-mentioned Governing Council decision, UN-Habitat undertook refinement of the plan by developing a comprehensive results framework which includes a SMART goal, strategic result, expected accomplishments and indicators of achievement as well as a strategy paper for each of the six focus areas of the plan. This process, which was supported by a results-based management expert, took eight months and was completed in April 2009.

12.4 By paragraph 6 of Governing Council resolution 22/7, the Council requested the Executive Director to ensure timely and close consultation with the Committee of Permanent Representatives during the preparation of a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012-2013, both aligned with the approved six-year medium-term strategic and institutional plan. The elements of the strategic framework for 2012-2013 are

therefore derived from the refined results framework of the medium-term strategic and institutional plan.

12.5 An emphasis on results-based management will continue to shape the programme planning, performance management, learning and accountability of UN-Habitat. A midterm evaluation of the medium-term strategic and institutional plan will be undertaken in 2010, and depending on its outcome, this strategic framework may need to be revised to align it with the new realities and decisions. In that event, the provisions of General Assembly resolution 58/269 are expected to prevail. Strategic choices made in this biennium programme plan have been largely informed by lessons learned and best practices from the UN-Habitat programme performance report for the previous biennium, monitoring and evaluation reports, and inputs from strategic partners.

12.6 As indicated in the UN-Habitat flagship reports, cities are the habitat of half of humanity and, by 2050, 70 per cent of the world's population will reside in urban areas. Urban growth averages 5 million new urban residents per month in developing regions where many new mega-cities of 10 million and hypercities of 20 million will emerge. In developing countries, the result of this is the rapid growth of slums and informal settlements, whose population currently stands close to 1 billion, or 32 per cent of the world's urban population. Emerging data trends repeatedly indicate that the urban poor face inequitable and life-threatening conditions, poverty, environmental disasters and social crises. A key problem is that most of this rapid and uncontrolled urban growth is taking place in countries whose Governments are least able to cope with the provision of adequate housing, urban infrastructure and basic services. The main social effects of unplanned urbanization include inadequate housing, chaotic peri-urbanization, lack of basic services, especially safe drinking water and sanitation, lack of secure tenure, vulnerability to natural and human-made disasters and crime, uncertain employment, as well as social exclusion of the poor, vulnerable and other disadvantaged groups, including the disabled, youth and the elderly. The recent economic crisis has exacerbated urban poverty, accelerated unemployment and rapid expansion of the urban informal sector with its low-profit activities and a disproportionate concentration of women. The World Urban Forum noted the particular vulnerability of indigenous peoples to the effects of chaotic and unplanned urbanization. In spite of these challenges, it is increasingly accepted that urbanization is a positive phenomenon and a precondition for improving access to services, economic and social opportunities, and a better quality of life.

12.7 Climate change, one of the environmental challenges, most negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are neither adequately protected by construction and land use planning regulations, nor do they possess sufficient resources to improve their own lives. The nexus between rapid urbanization and climate change has multiple impacts on highly vulnerable groups, in particular women, young people, the elderly and the extremely poor. Climate change has negative impacts on health, threatens access to water and food security and increases the urban poor's vulnerability to flooding and landslides. In many developing countries, changes in agricultural productivity as a result of climate change-related weather patterns, as well as conflict over scarce resources, are pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, and to build the resilience necessary for effectively responding to climate change-related disasters.

12.8 In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners. Tackling urban poverty and social and physical exclusion by promoting and upholding the rights of all, especially women, youth, the disabled and other vulnerable and disadvantaged groups, to an adequate standard of living, including water and sanitation. Lessons from the fourth session of the World Urban Forum, held in 2008, stressed the need to put people at the centre of development and for balanced territorial development as important aspects of sustainable and harmonious urbanization, and that the provision of affordable housing is a strategic means to attaining the Millennium Declaration targets. In addressing the challenges posed by climate change, UN-Habitat has a comparative advantage, through its close and strong relationship with local authorities, to help cities to achieve more compact urban expansion; take stock of their renewable energy and green infrastructure potentials; identify appropriate green technology innovations, especially in the energy, construction and transport sectors; and integrate use of these innovations into planning and building regulations. These interventions, which facilitate mitigation and adaption to climate change, will also stimulate a green economy that can create dynamic new industries, quality jobs and income growth. Urban planning, land use management, housing policy and basic infrastructure can significantly influence how cities mitigate and adapt to climate change.

12.9 Against this backdrop, the UN-Habitat six-year medium-term strategic and institutional plan lays the necessary conditions for concerted international and national efforts to stabilize the growth of slums and for the subsequent reduction in and reversal of the number of slum-dwellers. The plan outlines the five substantive focus areas, namely: (1) effective advocacy, monitoring and partnerships; (2) participatory urban planning, management and governance; (3) pro-poor land and housing; (4) environmentally sound basic infrastructure and affordable services; and (5) strengthened human settlements finance systems. The plan will continue to be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. Excellence in management, the sixth focus area of the plan, creates an enabling environment for the effective implementation of the five substantive focus areas. In particular, UN-Habitat is strengthening and mainstreaming the results-based management approach in order to enhance the organization's accountability, efficiency and effectiveness.

12.10 The activities of UN-Habitat for the period 2012-2013 constitute the final phase of the plan, as clearly articulated in the road map for the period 2010-2013. The period 2008-2009 constituted the kick-start phase, while the period 2010-2011 was the roll-out phase. The implementation process will be closely monitored and reported through biannual progress reports for the consideration of Member States. UN-Habitat will strive to achieve regional balance in the implementation of all programme and project activities and also facilitate the exchange of information and good/best practices, especially on a South-South basis.

12.11 The UN-Habitat programme of work will be implemented through four interlinked subprogrammes, namely: subprogramme 1, Shelter and sustainable human settlements development; subprogramme 2, Monitoring the Habitat Agenda; subprogramme 3, Regional and technical cooperation; and subprogramme 4, Human settlements financing. The subprogrammes work in close cooperation and collaboration through an integrative and synergetic approach that has subprogrammes leading in the implementation of some focus areas but contributing to all of them. This promotes internal cohesion, alignment and coherence,

particularly through the enhanced normative and operational framework as reflected in the Habitat country programme documents, to which all subprogrammes contribute to the benefit of Member States. A strengthened programme review mechanism will mainstream results-based management, and reinforce internal cohesion and information sharing among different units in UN-Habitat.

12.12 With regard to gender integration, the organization's effort in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal right to own and inherit property and ensures security of tenure of property and housing. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with the UN-Habitat Gender Equality Action Plan. In-house, the Gender Mainstreaming Unit will work with all units, including through the programme review mechanism, to ensure that all interventions adopt a gender perspective.

12.13 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of specialized international assistance for post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations to deliver its planned global results. UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the public-private partnership, Habitat National Committees, academic and research institutions, and many other Habitat Agenda partners. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues, and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The sixth session of the World Urban Forum will take place in 2012.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: to improve urban planning, management and governance and access to land and housing at the national and local levels for sustainable urbanization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies, legislation and strategies support inclusive urban planning, management and governance	(a) (i) Extent to which sustainable urbanization principles are incorporated into policies, legislation and strategies in targeted countries with assistance from UN-Habitat, as evidenced by the number of countries that have partially or extensively incorporated principles of equity, economic and ecologic, into policies legislation and strategies in an integrated way

	(ii) Increased number of crisis-prone and post-crisis countries working with UN-Habitat, whose urban planning, management and governance policies, legislation and strategies incorporate urban risk and vulnerability-reduction measures
(b) Strengthened institutions promote sustainable urbanization	(b) Degree to which strengthened institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development, as evidenced by the number of strengthened institutions that are either fully or partially applying newly acquired tools and knowledge
(c) Cities implement inclusive urban planning, management and governance	(c) Increased number of cities effectively implementing inclusive urban planning, management and governance with assistance from UN-Habitat
(d) Improved land and housing policies implemented and increased security of tenure	(d) (i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing the above-mentioned policies
	(ii) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat
(e) Slum improvement and prevention policies under implementation	(e) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies

Strategy

12.14 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. Based on its comparative advantage and in line with the plan, the subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three focus areas, since they are all cross-cutting. This strategy, which is heavily informed by evidence-based best

practices and lessons learned from experience, will make a substantive and progressive contribution towards the achievement of the Millennium Declaration and Johannesburg Plan of Implementation targets on slums and water and sanitation. The strategy for implementing the programme of work is as follows:

(a) With respect to the objective of improving inclusive urban planning, management and governance at the national and local levels, during the biennium, UN-Habitat will use three programmatic entry points (thematic challenges) to contribute towards the expected systemic results. These are: developing local capacities to mitigate and adapt to climate change; enhancing urban safety and the reduction of vulnerability to crime and natural and human-made hazards; and, promoting economic development. All the entry points will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(b) For achieving the objective relating to improved access to land and housing, the subprogramme will initiate systematic reforms to promote access to land and housing for all. The organization's approach to realizing access to land and housing for all will rely on three cross-cutting strategies, namely, knowledge management and advocacy; capacity-building at the global and regional levels; and, supporting implementation at the country or local level. Throughout this approach, issues of gender, as well as youth and other vulnerable and disadvantaged groups, will be mainstreamed. These strategies will be implemented in parallel and not in a linear approach. Knowledge and lessons learned, for example, will be reaped from existing successes and could thus be used in advocacy campaigns and capacity-building through the enhanced normative and operational framework. On the other hand, where tools do not exist, they will be developed, tested at the country level and then advocated for, translated into policy and used in capacity-building;

(c) Capacity-building will be undertaken at the global, national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institutional strengthening components;

(d) Engaging with crisis-affected countries (both conflict-related and natural disasters) is an important component of the human settlements programme. This work includes building the resilience of countries; assisting countries and cities to mitigate and adapt to crises, as well as work with settlements to recover from crisis. The engagement of UN-Habitat in crisis work is derived from the agency's Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework, which articulates pertinent aspects of the Habitat Agenda and the medium-term strategic and institutional plan in both crisis prevention and recovery;

(e) UN-Habitat will assume a catalytic role in implementing focus areas 2 and 3 by reinforcing existing partnerships, and establishing new strategic ones with United Nations system agencies, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective resources, infrastructure, expertise and the financial power to work with it;

(f) All interventions in the subprogramme will be implemented in line with the Gender Equality Action Plan and also taking into account the needs and involvement of youths. To enhance gender-sensitive interventions and policies, the programme will, as appropriate, conduct gender analysis on all projects in order to identify gender gaps and determine policies, as well as strategies for addressing them. Further, to enhance gender balance in programme participation and equitable access to programme benefits, as much as possible, all programme data will be disaggregated by gender. The programme will make efforts to create conditions that support women, and to ensure that programme interventions promote activities that increase women's empowerment and participation.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: to improve monitoring of progress towards the attainment of internationally agreed human settlements goals and targets and raise awareness of sustainable urbanization issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels	(a) (i) Upward trend in downloads of the *State of the World's Cities* report and the *Global Report on Human Settlements* from the UN-Habitat website (ii) Increased number of Government and Habitat Agenda partner institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes
(b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy	(b) (i) Level of partners (by category) contributing to sustainable urbanization policy formulation and implementation with support from UN-Habitat, as evidenced by the number of partners contributing to policy formulation and implementation in sustainable urbanization (ii) Increased number of youth groups participating in policy formulation and implementation in human settlements programmes (iii) Increased number of human settlements programmes that mainstream gender and promote women's empowerment

	(iv) Increased number of partnerships promoting gender equality in sustainable urbanization issues
(c) Monitoring of sustainable urbanization conditions and trends improved	(c) (i) Increased number of local and national urban observatories producing evidence for policymaking and implementation with support from UN-Habitat
	(ii) Degree to which local and national urban observatories adopt UN-Habitat urban indicator guidelines, as evidenced by the number of local and national observatories that have partially and fully adopted guidelines
(d) Improved awareness among Governments, and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development	(d) (i) Upward trends in requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on urban economic development and finance systems
	(ii) Increased number of requests from Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat

Strategy

12.15 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The Division is responsible for monitoring progress towards the attainment of the goals of the Habitat Agenda, and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation. The Division leads in the implementation of focus area 1 of the medium-term strategic and institutional plan, namely effective advocacy, monitoring and partnerships, but also contributes to all the other focus areas. The strategy to achieve the overall objective and expected accomplishments of the subprogramme includes: collection and analysis of evidence-based information, gender- and age-sensitive knowledge and statistics; policy dialogue; strategic partnerships; gender and youth empowerment, as well as communication and exchange of best practices, experience and tools. These strategy components are both normative and operational and are implemented at the global, regional, national and local levels, in line with the medium-term strategic and institutional plan's enhanced normative and operational framework. Working in close collaboration with Habitat Agenda partners, the Division will engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies, tools, experiences and enabling legislation, for assessing progress towards achieving the goals of

UN-Habitat, especially on slums, security of tenure, safe drinking water and sanitation; and use of such data and information for policy formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies, strategies and tools on monitoring of urban conditions, local economic development and finance, urban-rural development linkages, urban poverty reduction, gender equality, women and youth empowerment, and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor and inclusive shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons, experiences and tools learned from best practices and field pilot projects on a North-South and South-South basis;

(e) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the two flagship reports, the *Global Report on Human Settlements* and the *State of the World's Cities*, and publications on human settlements finance systems and tools as well publications as in the global urban economic dialogue series;

(f) Through the "Opportunities Fund for Urban Youth-Led Development", UN-Habitat will utilize the small grant mechanism to catalyse its work with youth partners to go to scale. The strategy is to build upon the strengths and compensate for the weaknesses of youth organizations, whose strong connections lie in local knowledge of their communities, to support innovative projects with a strong entrepreneurial focus that impact on their lives and their communities;

(g) Providing leadership on matters related to UN-Habitat partners, as well as support partner engagement throughout the agency and particularly in four key areas: civil society organizations, youth organizations, parliamentarians and the private sector;

(h) Enhancing gender sensitivity in interventions and policies by supporting gender mainstreaming and women's empowerment, and ensuring that all of the UN-Habitat data-collection tools and evidence-based information on human settlements conditions and trends disseminated is, as much as possible, disaggregated by gender and age.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: to improve sustainable urbanization through the formulation and implementation of urban and housing policies, strategies and programmes primarily at the national and regional levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved sustainable urbanization policies from local to regional levels	(a) (i) Degree to which national Habitat forums working with UN-Habitat promote a coordinated approach to sustainable urbanization issues, as evidenced by the number of forums partially and fully promoting a coordinated approach on sustainable urbanization issues (ii) Increased number of national planning instruments, including United Nations Development Assistance Frameworks and poverty reduction strategies integrating sustainable urbanization issues with support from UN-Habitat
(b) Improved urban planning, management and governance at the national and local levels	(b) (i) Degree to which comprehensive urban planning, management and governance are promoted from the national level in targeted countries working in collaboration with UN-Habitat, as evidenced by the increased number of countries promoting comprehensive urban planning, management and governance (ii) Increased number of cities working with UN-Habitat, with improved capacity to apply urban planning, management and governance in post-crisis situations
(c) Improved access to land and housing	(c) Increased number of cities promoting access to land and housing in targeted countries working with UN-Habitat, including those affected by crises
(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population	(d) Level of access to environmentally sound urban infrastructures and services, especially in post-crises countries supported by UN-Habitat, as evidenced by the number of unserved and underserved people with access to environmentally sound urban infrastructures and services

Strategy

12.16 Responsibility for the subprogramme rests with the Regional and Technical Cooperation Division. The Division will not lead in the implementation of any one focus area, but will participate in the implementation of all five substantive focus areas of the medium-term strategic and institutional plan, at the country and regional levels through the enhanced normative and operational framework. To achieve the subprogramme's objective and the expected accomplishments, UN-Habitat will effectively combine normative and operational functions in line with the enhanced normative and operational framework. The normative functions include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. The operational activities, consisting of the provision of technical assistance in policy formulation, capacity-building programmes and demonstration project that support the normative work of UN-Habitat in developing countries and countries with economies in transition, will be implemented in line with the identified national priorities and approved United Nations reforms. The strategies to achieve the objective and expected accomplishments include:

(a) Strengthening the formulation and implementation of urban planning, management and governance and housing policies, strategies and programmes;

(b) Developing commensurate capacities at the regional, national and local levels in environmentally sound basic urban infrastructure services for the urban poor;

(c) Setting of standards, proposing of norms and principles and providing examples of good and best practices;

(d) National Habitat Programme Managers will support normative and operational activities at the country level, as well as coordinate the formulation of UN-Habitat country programme documents that inform engagement with Governments, United Nations country teams, United Nations development assistance frameworks, poverty reduction strategy processes and resource mobilization at the country level. Habitat Programme Managers will contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations development assistance frameworks, and other national development policy documents;

(e) Strengthened regional offices will coordinate activities carried out at the regional and country levels and contribute to knowledge management activities in close collaboration with all subprogrammes, including partnering with regional forums. They will also backstop operational activities at the country level and build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as required;

(f) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the flagship report series, the Regional State of the Cities Reports;

(g) Conducting gender-specific analysis on all interventions and policies, as appropriate, to ensure gender equality. Further, to ensure expanded and equitable access to programme benefits, efforts will be made to create conditions that support

women's participation and ensure that programme interventions promote and support activities that increase women's empowerment.

Subprogramme 4
Human settlements financing

Objective of the Organization: to improve access to finance, institutional and policy arrangements for housing and basic infrastructure and services for the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	(a) (i) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat
	(ii) Increased percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with the service provided
	(iii) Increased percentage of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat
(b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services are met	(b) (i) Increased percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs
	(ii) Decreased percentage difference in the price of basic infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities working with UN-Habitat
(c) Increased investment in affordable and social housing stock and related infrastructure	(c) (i) Increased value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities working with UN-Habitat
	(ii) Increased percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and or people with informal incomes
	(iii) Increased number of households with new or improved housing and infrastructure supported by UN-Habitat

(d) Increase in activities in municipal finance and affordable housing finance	(d) (i) Level of municipal finance sector activity, as evidenced by the amounts of funds leveraged, borrowed and invested by local municipalities in affordable housing and related infrastructure activities, and access to new forms of financing
	(ii) Level of affordable housing finance sector activity, as evidenced by the number of new affordable housing units built and infrastructure connections facilitated, availability of mortgage finance products and the number of developers targeting affordable housing
	(iii) Level of growth in borrower financial literacy programmes in the Local Finance Facility and the experimental reimbursable seeding operations project, as evidenced by number of new financial literacy programmes in countries implementing the above-mentioned Facility and proje

Strategy

12.17 Responsibility for subprogramme 4 rests with the Human Settlements Financing Division, which also serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division takes the lead in focus area 4, environmentally sound basic urban infrastructure and services, and on focus area 5, strengthening human settlements finance systems, as the principal areas of work while collaborating with and contributing to all other focus areas of the plan.

12.18 Largely informed by our past experience, a key strategy of subprogramme 4 is to mobilize local and international public funds, community savings and private sector capital to enable at a far greater scale investments in the sector generally, and in pro-poor housing, basic infrastructure and services. The strategy of the subprogramme will make a substantive and progressive contribution towards the achievement of the targets of the Millennium Declaration and Johannesburg Plan of Implementation on slums and water and sanitation. The strategy for subprogramme 4 will comprise the following elements:

(a) Strengthening the catalytic role of UN-Habitat, as called for by the medium-term strategic and institutional plan, by working with a range of partners and new arrangements to invest and leverage external financing in affordable housing, social housing (including subsidized housing and subsidized rental

schemes) and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b) Expanding current revolving credit and local finance credit enhancement facilities providing start-up funds, catalytic credit enhancement and targeted technical assistance to communities, domestic banks, and microfinance institutions and municipalities for the purpose of building affordable and social housing finance and related infrastructure;

(c) Providing support to the Water for African Cities Programme, Water for Asian Cities Programme and Water for Latin America and Caribbean Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions. Focused on improving access for the urban poor to water supply and sanitation, these programmes and the replicable model-setting initiatives demonstrate innovative approaches on the ground in partnership with Governments, water and sanitation utilities and civil society, including community-based organizations. A key guiding principle for the programmes is pro-poor governance. The programmes also provide an operational link to normative work, such as that on the rights-based approach to water and sanitation, water demand management and Human Values-based Water Sanitation and Hygiene Education;

(d) Strengthening the Global Water Operators' Partnerships Alliance and supporting water operators' partnerships activities worldwide and regional water operators' partnerships platforms in sub-Saharan Africa, Asia and the Pacific, the Arab region, and Latin America and the Caribbean region in partnership with regional development banks and other substantive and financial partners;

(e) Promoting strategic partnerships among municipalities, private sector utility operators, financial institutions, and central Governments; and collaboration in designing infrastructure and housing investments with stakeholder beneficiaries, key among them being community organizations, women, youth and other vulnerable groups;

(f) Promoting sustainable transport, especially non-motorized transport, such as bicycles, bus lanes and other forms of mass transit and sustainable transport designed to encourage economic growth in urban areas benefiting all urban residents;

(g) Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum-electrification programmes, in anticipating partnership with financing analysis for programme implementation;

(h) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations system agencies and other relevant partners to link the normative, technical cooperation and catalytic funding activities of UN-Habitat with such institutions to leverage international and domestic capital for investment to achieve sustainable cities;

(i) Addressing the needs of individual borrowers for financial literacy training, of domestic banks for technical assistance in working with informal-income borrowers, of microfinance institutions in expanding into microfinance

housing lending, and of community groups in developing viable housing and infrastructure improvement projects;

(j) Programmes in human settlements finance, and water and sanitation will be decentralized to regional offices to encourage the rapid transfer of knowledge and funding to local institutions and communities;

(k) The subprogramme will take into account the different needs and priorities of women, men and vulnerable groups in decision-making and implementation of programmes on human settlements financing, sustainable water and sanitation, infrastructure, slum upgrading, energy and transport and address the gender imbalances and inequalities in the provision of all these services at all levels. To enhance gender-sensitive interventions and policies, efforts will be made in all programmes to create conditions that support women, including capacity-building. Where appropriate, the subprogramme will conduct gender analysis on interventions, including policies.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)

60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/200	Natural disasters and vulnerability
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
63/281	Climate change and its possible security implications
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/136	Cooperatives in social development
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/200	International Strategy for Disaster Reduction
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements
2009/238	Human settlements

Governing Council resolutions

19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/7	Gender equality in human settlements development
20/10	World Urban Forum
21/1	Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009
21/2	Medium-term strategic and institutional plan for 2008-2013
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/8	Guidelines on access to basic services for all

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
64/130	Policies and programmes involving youth
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
21/6	Urban youth development
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people
22/6	Habitat awards

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
64/129	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
63/229	Role of microcredit and microfinance in the eradication of poverty

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/2	Affordable housing finance
22/8	Guidelines on access to basic services for all